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Note by the Secretary-General

Addendum

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Accountability, management improvement, and oversight in the United Nations system (Part two: Comparative tables)" (JIU/REP/95/2).

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ACCOUNTABILITY, MANAGEMENT IMPROVEMENT, AND OVERSIGHT IN THE UNITED NATIONS SYSTEM

Part II. Comparative tables

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Joint Inspection Unit

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ACRONYMS

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACCIS	Advisory Committee for the Co-ordination of Information Systems (replaced by ISCC)
ACC	Administrative Committee on Coordination
CCAQ	Consultative Committee on Administrative Questions
CCPOQ	Consultative Committee on Programme and Operational Questions
CPC	Committee for Programme and Coordination
ECA	United Nations Economic Commission for Africa
ECE	United Nations Economic Commission for Europe
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCWA	United Nations Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IMO	International Maritime Organization
ISCC	Information Systems Co-ordination Committee
ITC	International Trade Centre UNCTAD/GATT
ITU	International Telecommunication Union
JCGP	Joint Consultative Group on Policy
JIU	Joint Inspection Unit
LAN	Local area network (connects workstations and other computer equipment for sharing tasks)
UNCHS (HABITAT)	United Nations Centre for Human Settlements
UNCTAD	United Nations Conference on Trade and Development
UNDCP	United Nations International Drug Control Programme
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees, Office of the
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

INTRODUCTION

1. Many organizations of the United Nations system have been or are now undertaking major efforts to strengthen, revitalize or reorient their managerial cultures, management capabilities and systems, and accountability and oversight processes. These developments respond to the many new tasks being given to the organizations, the life-and-death urgency they often involve, the scarcity of public resources to carry them out, and pressure on public organizations throughout the world to better use public funds and ensure higher-quality performance.

2. This Joint Inspection Unit (JIU) report attempts to contribute to these efforts by:

(a) providing a broad and relatively comprehensive survey (never before prepared) of the framework, types, and interactions of accountability, management improvement and oversight activities in the System;

(b) identifying some key emerging patterns and trends in these activities;

(c) highlighting some significant initiatives under-way which merit consideration by the organizations.

3. The Inspectors sent questionnaires to 28 organizations of the United Nations system, reviewed documentation which they provided, visited as many of them as possible for further discussion, and twice requested their comments on the JIU draft reports. The Inspectors also discussed issues with eleven inter-agency units and system-wide oversight bodies. They wish to thank all the officials concerned for their most valuable contributions and observations.

4. Part I of this report, entitled "Overview and analysis", presents the patterns, major initiatives, and issues which the JIU discovered, and makes recommendations for consideration by the organizations.

5. In this Part II, the Inspectors present a synopsis, admittedly very abbreviated, of the many recent reforms, initiatives, and actions being undertaken by the organizations and bodies noted above to improve accountability, management, and oversight. Table 1 provides summary information on financial and staff resources of the organizations. The topics in Tables 2 through 14 are then presented in the same order in which they are discussed in Part I of the report. Each table provides information on activities in individual organizations, together with document citations where possible.

6. Tables 1 - 9 and 12 - 14 contain information on 28 organizations of the United Nations system. (Table 10 concerns six inter-agency bodies, and Table 11 identifies five bodies with system-wide external oversight responsibilities). Part A of each table concerns 16 bodies, funds, commissions, offices or other components or semi-autonomous entities that are parts of the United Nations proper, while Part B of each table covers 11 specialized agencies of the United Nations system plus the International Atomic Energy Agency (IAEA). The survey was limited to those organizations that are participating organizations in the JIU: thus the multilateral financial (Bretton Woods) institutions and the International Fund for Agricultural Development (IFAD) are not included.

7. The Inspectors hope that these tables provide a relatively comprehensive and useful overview of what each organization in the United Nations system, and the organizations as a whole, are doing in the various major areas of accountability, management improvement, and oversight, and that the tables will prove informative and helpful to the secretariats and governing bodies of the organizations as they continue their efforts to steadily enhance their performance in this challenging area.

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TABLE 1. TOTAL FINANCIAL AND STAFF RESOURCES OF THE ORGANIZATIONS
A. UNITED NATIONS ORGANIZATIONS[1]

United Nations Organizations	Staff at 31 December 1993[2]						Financial resources, 1993[3] ($US, millions)			
	Total staff	By category		By location, per cent			Approved regular budgets	Voluntary contributions, expenditures	Peace-keeping and other[4] missions	Totals
		P	GS	HQ	Other Off.	Project				
United Nations Secretariat	14,625	4,947	9,678	33	59	8	1,031	650	3,000	4,681
Regional Commissions										
ECA	(600)[5]	(185)	(415)				6			
ECE	(178)	(94)	(84)							
ECLAC	(566)	(146)	(420)							
ESCAP	(604)	(153)	(451)							
ESCWA	(256)	(72)	(184)							
UNCHS (HABITAT)	(198)	(54)	(144)							
UNCTAD	(396)	(225)	(171)							
ITC	286	120	166	69	13	19				
UNEP	(765)	(296)	(469)							
UNHCR	2,789	1,008	1,781	22	59	20		1,305		1,305
UNRWA	145	135	10	52	48	0		299		299
UNICEF	4,461	1,248	3,213	21	51	27		984		984
UNDP	7,376	1,946	5,430	19	70	11		878		878
UNFPA	(included in UNDP)							145		145
WFP	678	416	262	63	0	37		1,565		1,565
Subtotals, United Nations organizations	30,360	9,820	20,540				$1,031	$5,826	$3,000	$9,857

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TABLE 1. TOTAL FINANCIAL AND STAFF RESOURCES OF THE ORGANIZATIONS
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS[1]

Other United Nations system organizations	Staff at 31 December 1993[2]						Financial resources, 1993[3] ($US, millions)			
	Total staff	By category		By location, per cent			Approved regular budgets	Voluntary contributions, expenditures	Peace-keeping and other missions[4]	Totals
		P	GS	HQ	Other Off	Project				
FAO	5,286	1,974	3,312	57	20	23	338	307		645
IAEA	1,878	729	1,149	90	10	0	191	96		287
ICAO	756	304	452	74	26	0	48	38		86
ILO	2,929	1,170	1,759	49	16	35	203	131		334
IMO	320	117	203	94	0	6	24	11		35
ITU	744	295	449	90	5	5	102	20		122
UNESCO	2,530	994	1,536	75	21	4	222	87		309
UNIDO	1,670	562	1,108	74	1	26	91	139		230
UPU	187	94	93	96	3	1	22	3		25
WHO	5,222	1,893	3,329	35	42	23	367	357		724
WIPO	427	145	282	100	0	0	66	5		71
WMO	337	151	186	84	2	14	38	49		87
Subtotals, specialized agencies and IAEA	22,286	8,428	13,858				$1,712	$1,243		$2,955
GRAND TOTALS (1.A + 1.B)	52,646	18,248	34,398	42[7]	43	15	$2,743	$7,069	$3,000	$12,812

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TABLE 2. INTERNAL AUDIT UNITS
A. UNITED NATIONS ORGANIZATIONS

United Nations organizations	Unit title and location	Year established	Total resources 1994-1995: Estimated expenditures ($US mill.)	Total resources 1994-1995: Professional and above staff posts	Total resources 1994-1995: Consultant years or funds $US
United Nations Secretariat	Audit and Management Control Division (AMCD), (in New York, Geneva, Nairobi), part of Office of Internal Oversight Services, formed by merging the former Internal Audit Division and Management Advisory Service, New York* (original audit unit was established in 1946)	1994	10.6	50	$31,000
Regional Commissions					
UNCHS (HABITAT)	(two internal auditors in African Section of AMCD above, in Nairobi; expenditures partially funded from UNCHS (HABITAT) and UNEP as shown)	1981	(0.60)	(2)	(0)
UNCTAD					
ITC	(One internal auditor, part of AMCD above, in Geneva, financed by ITC)	1974	(0.14)	(1)	(0)
UNEP	(see UNCHS (HABITAT) entry above)		(1.30)		
UNHCR	(UNHCR Section, in Geneva, part of AMCD above)	1993	(2.46)	(8)	(0)
UNRWA	Internal Audit Office, Amman, Reporting to Office of the Commissioner General, Vienna	1950	1.87	8	0
UNICEF	Office of Internal Audit, in Office of the Executive Director, New York	1948	5.15	13	0
UNDP	Division for Audit and Management Review,(DAMR), in Office of the Administrator, New York	1975	5.31	18	0.55
UNFPA	(UNFPA Audit Section (FPAS), part of DAMR of UNDP, New York)	1992	(0.62)	(2)	(0.25)
WFP	Internal Audit, Office of the Executive Director, Rome	1985	2.89	8	0
SUBTOTALS, UNITED NATIONS ORGANIZATIONS			$25.82 million	97	0.55 + $31,000

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TABLE 2. INTERNAL AUDIT UNITS
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organizations	Unit title and location	Total resources, 1994-1995			
		Year established	Estimated expenditures ($US mill.)	Professional and above staff posts	Consultant years or funds, $US
FAO	Office of Internal Audit, Inspection, and Management Control (AUD), Office of the Director-General, Rome	1946	3.74	14	0.2
IAEA	Internal Audit Unit, Office of Internal Audit and Evaluation Support, Office of the Director-General, Vienna	1963	1.46	4	0
ICAO	Single consolidated Office for Programmes Evaluation, Audit, and Management Review, Office of the Secretary-General, Montreal	1995	n/a	3	0
ILO	Internal Audit Section (VERIF), Bureau of Programming and Management, Geneva	1969	1.40	4	0
IMO	Internal Auditor, Office of the Secretary General, London	1970	0.17	1	0
ITU	Internal Auditor (part time), reporting to the Secretary General, Geneva	1992	0.12	0.5	0
UNESCO	Inspectorate General (IOM), (subunit primarily concerned with internal audit, (see also Table 4.B, UNESCO) reporting to the Director-General, Paris	1975	0.72	4	0
UNIDO	Internal Audit Service, Office of the Director General, Vienna	1986	0.93	3	0
UPU	Internal Auditor, reporting directly to the Director-General with the possibility of referring directly to the Administrative Council	1995	0.70	0.5	0
WHO	Office of Internal Audit (OIA), reporting to the Director-General, Geneva (two posts are based in the Regional Office for the Americas in Washington, D.C.) (unit was originally established in 1950)	1994	2.10	8	0
WIPO	Internal auditor, reporting to the Director-General (and see Table 4.B, WIPO)	1986	0.03	0.3	0
WMO					
SUBTOTALS, SPECIALIZED AGENCIES AND IAEA			$11.37	42.3	0.2
GRAND TOTALS, INTERNAL AUDIT UNITS (2.A + 2.B)			$37.19 million	139.3	0.75 + $31,000

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TABLE 3. INTERNAL EVALUATION UNITS
A. UNITED NATIONS ORGANIZATIONS

United Nations organizations	Unit title and location	Total resources, 1994-1995			
		Year established	Estimated expenditures ($USmill.)	Professional and above staff posts	Consultant years or funds, $US
United Nations Secretariat	Central Evaluation Unit, now in Office of Internal Oversight Services, New York	1985	1.88	6	$ 35,200
Regional Commissions					
ECA	Senior Evaluation Officer, Policy and Programme Co-ordination Office, (PPCO), Addis Ababa	1986	0.16	1	0
ECLAC	Programme, Planning and Operations Division (PPDO) Santiago, developing internal evaluation process				
ECE	Programme and Evaluation Unit	1993			
ESCAP	(Operational Evaluation Unit, Bangkok, established 1984, dissolved 1991)				
ESCWA	(Programme Evaluation Unit, established 1983, dissolved 1993)				
UNCHS (HABITAT)	Evaluation Officer, Office of Executive Director and Special Programmes, Nairobi (post vacant since 1992)	1984	0.10 (1995)	1	0
UNCTAD	Programme Co-ordination and Evaluation Unit, Geneva, reporting to Secretary-General of UNCTAD	1985	0.50	2	0
ITC	Senior Officer on Evaluation, in Office of the Executive Director, Geneva	1975	0.25	1	$60,000
UNEP	Follow-up and Evaluation Section (FUES) Office of Policy Development and Inter-Agency Affairs, Nairobi (costs are charged against projects evaluated)	1975		3	0
UNHCR	Evaluation component (previously Central Evaluation Section, from 1980-December 1994) of new Inspection and Evaluation Service, Executive Office of the High Commissioner, Geneva (see also Table 4.A, UNCHR)	1995	1.30	3	0
UNRWA	Programme Planning and Evaluation Office (PPEO), Office of the Commissioner-General, Vienna	1988	1.22	5	$35,000
UNICEF	Evaluation and Research Office, under Deputy Executive Director, Programmes, New York	1987	5.81	7	5
UNDP	Office of Evaluation and Strategic Planning (OESP), in the Office of the Administrator, New York[9] (since all OESP staff perform both functions, following figures are estimates) (former Central Evaluation Office existed from 1983-1994)	1994	1.60	6	$1,000,000
UNFPA	Evaluation Branch, Technical and Evaluation Division, New York	1972	1.33	5	$478,000
WFP	Evaluation Division, reporting to the Executive Director, Rome	1969	4.35	8	$93,000
SUBTOTALS, UNITED NATIONS ORGANIZATIONS			$18.50 million	48	5+ $1,701,200

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TABLE 3. INTERNAL EVALUATION UNITS
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organizations	Unit title and location	Total resources, 1994-1995			
		Year established	Estimated expenditures ($US mill.)	Professional and above staff posts	Consultant years or funds, $US
FAO	Evaluation Service (PBEE), Office of the Director-General, Rome	1968	2.70	9	0.4
IAEA	Effectiveness Evaluation Section, Department of Safeguards, Vienna	1978	1.94	6	0
	Evaluation Section, Department of Technical Co-operation, Vienna	1983	1.43	4	0
	Evaluation subunit in Office of Internal Audit and Evaluation Support, Office of the Director-General, Vienna	1988	0.26	1	0
ICAO	Office for Programmes Evaluation, Audit and Management Review, Office of the Secretary-General, Montreal (see table 2.B, ICAO)	1995	(n/a)	(3)	(0)
ILO	Programme and Project Evaluation Unit (PROG/EVAL), Bureau of Programming and Management, Geneva	1978	1.40	4	0
IMO	Evaluation Unit, Office of the Secretary-General, London	1984	0.25	1	0
ITU	Evaluation Unit, Bureau for the Development of Telecommunications, Geneva	1988	0.42	1	0
UNESCO	Central Programme Evaluation Unit, Bureau of Studies, Programming and Evaluation (BPE), Paris (plus units in each programme sector)	1985	1.40	4	$102,000
UNIDO	Evaluation Section, Mobilization and Management of Financial Resources Division, Vienna	1975	1.57	6	$25,000
UPU	No specific evaluation unit due to UPU's very small size, but occasional evaluative work undertaken by management, co-ordination, and programming committees headed by the Director-General and Deputy Director-General				
WHO	Extensive but fully decentralized system. Evaluation mechanisms being reviewed and updated as part of new managerial processes being developed by Cabinet of the Director-General, assisted by unit of Development and Co-ordination of Policies and Strategies and Methodological Support (DCM), Geneva	1952			
WIPO	(See Table 4.B, WIPO)				
WMO					
SUBTOTAL, SPECIALIZED AGENCIES AND IAEA			$11.37	36	0.4 + $127,000
GRAND TOTALS, INTERNAL EVALUATION UNITS (3.A + 3.B)			$29.87 million	84	5.4 + $1,828,200

TABLE 4. OTHER INTERNAL UNITS: MANAGEMENT SERVICES, INSPECTION, INVESTIGATION, ETC.
A. UNITED NATIONS ORGANIZATIONS

United Nations organizations	Unit title and location	Total resources, 1994-1995			
		Year established	Estimated expenditures ($US mill.)	Professional and above staff posts	Consultant years or funds, $US
United Nations Secretariat	Central Monitoring and Inspection Unit (monitoring unit was established in 1982)	1994	1.21	4	$ 5,900
	Investigations Unit (both Units in Office of Internal Oversight Services, New York)	1994	1.32	5	0
Regional commissions					
UNCHS (HABITAT)					
UNCTAD					
ITC					
UNEP	Budget and Data Control Unit, Finance and Budget Section, Nairobi	1992	n/a	1	
	Corporate Planning and Accountability Service, Nairobi	1994	n/a	3	
UNHCR	Organization and Methods Section, Division of the Controller and Management Services, Geneva	1986	1.82	4	$120,000
	Chief of Service and Inspection component of new Inspection and Evaluation Service, Executive Office of the High Commissioner, Geneva (budget and consultants are for 1995 only) (see also Table 3.A, UNHCR)	1995	.42	2	$11,300
UNRWA	Compensation and Management Services Division, Administration and Human Resources Division, Vienna	1988	1.90	6	0
UNICEF	Internal Audit Committee, Divisions of Financial Management, Personnel, and Programme, and Office of Administrative Management assume follow-up responsibility for action in their areas once the audit and evaluation units or others have identified a problem situation				
UNDP	Management Review and Analysis Section (part of UNDP DAMR unit and resources in Table 2.A, however, each section of DAMR performs management services, inspection and investigation duties)	1983	(0.82)	(2)	(0.2)
UNFPA	Budget and Management Analysis Section, Finance Branch, Division for Finance, Personnel and Administration, New York	1980	1.00	1	$79,200
WFP	A central inspection/investigation function is planned for 1995				
SUBTOTALS, UNITED NATIONS ORGANIZATIONS			$7.67 million	26	$216,400

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TABLE 4. OTHER INTERNAL UNITS: MANAGEMENT SERVICES, INSPECTIONS, INVESTIGATIONS, ETC.
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organi-zations	Unit title and location	Total resources, 1994-1995			
		Year estab-lished	Estimated expendi-tures ($USmill.)	Profes-sional and above staff posts	Consul-tant years or funds $US
FAO	Management Advisory Services Group, (also makes investigations) (part of FAO unit and resources in Table 2.B)	1992	(0.6)	(4)	(0)
IAEA	Office of Management Services (ADMS), under Head of Department of Administration, Vienna	1988	0.78	2	0
ICAO	Office for Programmes Evaluation, Audit, and Management Review, Office of the Secretary-General, Montreal (see Table 2.B, ICAO)	1995	(n/a)	(3)	(0)
ILO	Management Advisory Services, Bureau of Programming and Management, Geneva	1964	1.00	3	0
IMO					
ITU	Operations Analysis function, in Strategic Planning Unit, reporting to the Secretary-General, Geneva	1993	0.40	1.7	0
UNESCO	Inspectorate General (IOM)(subunit primarily concerned with management studies, (see also Table 2.B, UNESCO), reporting to the Director-General, Paris	1975	0.91	6	$10,000
	Management Co-ordination and Reforms (MCR), reporting to the Director-General, Paris	1994	0.70	3	$10,000
UNIDO	Management Coordination and Monitoring Unit, Office of the Director-General, Vienna	1994	0.40	3	$25,000
UPU	No formal units: the Management Committee presided over by the Director-General occasionally makes such internal reviews or delegates them to appropriate units				
WHO	Management Development Office (MDO), reporting to Assistant-Director General for Administration, Geneva (Unit originally established in 1951, previously called Administrative Management Services)	1994	1.00	4	0
WIPO	As a small specialized agency with an extensive and highly complex intergovernmental body structure (see Table 12.B), WIPO does not have the internal oversight units of other agencies: it relies on direct involvement of the Director-General and senior managers in all facets and oversight of operations, i.e. built into the fundamental structure of WIPO, its management procedures, and on-going review by its Member States. As part of that structure, the Controller - who is directly responsible to the Chairman of the WIPO General Assembly - approves every commitment to incur an obligation				
WMO					
SUBTOTAL, SPECIALIZED AGENCIES AND IAEA			$5.19	22.7	$45,000
GRAND TOTAL, OTHER INTERNAL UNITS (4.A + 4.B)			$12.86 million	48.7	$261,400

GRAND TOTAL, INTERNAL AUDIT, INTERNAL EVALUATION, AND OTHER INTERNAL UNITS (TABLES 2, 3, AND 4)	$79.92 million	272	6.15 + $2,120,600

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TABLE 5. INTERNAL CONTROL SYSTEM REVISIONS
A. UNITED NATIONS ORGANIZATIONS

United Nations organizations	Year began	Brief summary description
United Nations Secretariat	1990	General Assembly requests (and several Secretariat reports thereon) for more audit coverage and follow-up, and better control over inventory, allowances and benefits, unliquidated obligations, purchasing, short-term staff, and fraud and misappropriated funds[10]. An extensive new framework of accountability and responsibility, requested by the General Assembly, is being established as of January 1995 (see Table 9.A)
Regional Commissions		
UNCHS (HABITAT)	1993	A Working Group and Task Force reviewed overall organizational structure including internal controls: results are under Senior Management review
UNCTAD		
ITC		
UNEP		UNEP accounting is a database management financial application directed toward a comprehensive integrated system
	1988	Management Information Systems provide improved planning, control and monitoring of programme, project, human resources, and financial management
UNHCR	1987	Introduced, and have since steadily revised and enhanced, Financial and Management Information System (FMIS) for integrated budget, accounting and reporting, with major emphasis on enhanced planning and control of projects: supported by regular manual updates and expanded field training
	1994	Introduced new pilot decentralized PC system for asset management to provide full visibility on all assets
UNRWA		Ongoing process of internal control revisions through planned and ad hoc audits requested by the Commissioner-General, internal Boards of Inquiry to investigate problems, and other mechanisms such as the Headquarters Contracts Committee and revision of organizational directives
UNICEF	1987	Strengthening of internal control procedures relating to staff benefits and allowances[11]
	1989-1991	Information Resources Management Office strengthened central financial and accounting systems, and established field office implementation tracking system and overall programme and budget monitoring and reporting systems in an integrated information system architecture
	1991	Working Group reviewed financial accountability processes to ensure proper functioning and "value for money". Financial Systems Steering Committee (FSCC) carrying out a Plan of Action to ensure commitment, clarity and proper functioning of financial authority and responsibility processes throughout UNICEF[12]
	1991	Initiated redesign of Programme Planning function as part of the Programme Manager System (see Tables 6.A and 9.A, UNICEF)
UNDP	1991	Field Office Management Audit Guide
	1992	Regional Service Centers established to provide decentralized account examinations, internal audits and processing for UNDP and other agencies by an international accounting and auditing firm in Asia and Africa[13]
	1992	Revised financial regulation on Audit and Internal Control
	1993	Circulars on accountability[14]
	1994	Drafting guidance on managerial and financial accountability
UNFPA	1990	Made critical consultant assessment of Financial Rules and Regulations, issued two parts of new Finance Manual and revised Rules and Regulations
	1992	Implemented two major organization-wide systems as part of integrated information system under development: Programme Resources Management System and Budget Information System, to manage, monitor and report resources and expenditures, staffing levels, property management, and monitoring and evaluation "lessons learned"
WFP	1990	New financial management system and software installed at Headquarters
	1992	Field Imprest System (FIS) installed leading toward a comprehensive field office accounting system
	1993	Measures for greater delegation, accountability and financial control, including outplacing of finance offices to major field locations and doubling of internal audit staff[15]
	1994	Issued Finance Manual and Financial Procedures and revised and updated Country Office Accounting Manual; strengthening Finance and Information Systems Division; and analysis and recommendations by management consultants to improve financial management information systems being implemented

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TABLE 5. INTERNAL CONTROL SYSTEM REVISIONS
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organizations	Year began	Brief summary description
FAO	1994	Began a review to streamline financial and administrative policies and procedures while maintaining appropriate controls. Results will feed into user requirements for new financial system and enhanced personnel management system. Also updating a work-plan monitoring system (PLANSYS)
IAEA	1985 1994	Human Resources Advisory Group assesses and advises on new post and reclassification requests in light of programme trends, workloads, staff utilization and position management Financial Regulations and Rules being reviewed and revised, with specific attention to purchasing and to write-off of property. A new automated procurement system acquired and to be in operation as of January 1995. Financial Information and Control System (FICS) being enhanced. Payroll, supplies and inventory systems being replaced. Large-scale computer equipment financing has been standardized and is controlled by the Board of Governors
ICAO		
ILO	1993	Developing new computerized personnel system (PERSIS) which will adapt the United Nations IMIS package; decentralizing financial functions to Field Offices, to move responsibility for financial administration to them and to streamline the accounting system
IMO	1993	New financial and accounting system for enhanced expenditure control introduced
ITU	1993	Following consultant recommendations, developed and installed new financial management system featuring cost centers, a budget structure, project financial management, and revised control and financial reporting procedures[16]. Also, following consultant recommendations, revised the Financial Regulations primarily to reflect new budget and organizational structures, credit transfers, and annual and voluntary contributions[17]
UNESCO	1990 1991 1992 1994	New Reporting and Information System introduced, and Administrative Co-ordination Board established to oversee administrative policies, practices and procedures Clarification on delegation of authority for contracting and approval of related obligations Revised written instructions to Directors of Field Offices on financial management and internal control Specific instructions for administrative and certifying officers on financial administration and internal control
UNIDO	1992	Integrated Financial Management Information System (IFMIS) under development as an integrated financial data base for management, may include United Nations IMIS elements
UPU	1993	In accord with recommendations of the external auditor, a part-time internal auditor will be recruited in 1995 (see Table 2.B, UPU). The International Bureau is also revising the computerized budgeting and accounting system, due to the new programme budget system to be installed
WHO	1990 1992	Revised payroll system Redesigning regional office Administrative and Finance Information System
WIPO	1986	Financial management information system (FINAUT) implemented in phases, with further modernization in the near future
WMO		Elaborate financial and budgetary control system for approval and authorization of the implementation of programmes and activities is in operation

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TABLE 6. APPLICATIONS OF INFORMATION TECHNOLOGY
A. UNITED NATIONS ORGANIZATIONS

United Nations organizations	Year began	Recent major systems development initiatives
United Nations Secretariat	1990	Integrated Management Information System (IMIS), to provide comprehensive administrative, financial and personnel data, under development since 1990 at an anticipated cost of up to $70 million through 1997. "First release" implemented, with work now spreading from New York headquarters to other duty stations[18]
	1993	Local Area Network (LAN) wiring for some 5,000 machines being completed at New York headquarters, including standard software and an Internet hub installed. Work also begun or to begin on these and other functions at other Secretariat duty stations
Regional Commissions:		
ECA	1991	Introduced large-scale personal computerization, office software, and training with an emphasis on productivity improvement applications[19]
ECE	1994	LAN introduced in the second half of 1994 with systematic skills training programme
ECLAC	1993	Installed LANs including sub-regional offices, access to external information resources, and extensive training on effective use. Working Group prepared a Management Plan for Information and Communication to strengthen information technology use and management: related training seminars include use of the Internet
ESCAP	1992	Installing LANs, personal computers, and extensive training as base for office automation and sectoral database unification
ESCWA	1993	LAN's introduced and large-scale personal computerization with related training programme
UNCHS (HABITAT)	1993	Secretariat began extensive personal computer use and training in sub-systems, expanded to 60 per cent of staff by 1993 and to 100 per cent of staff by 1995, including Internet usage
UNCTAD	1992	Comprehensive survey made of UNCTAD's many (28) computer systems as a basis for their orderly future development; also, monitoring systems were established for technical co-operation activities (1989) and for preparation for intergovernmental meetings (1993)
ITC	1993	Began installing an LAN
UNEP	1987	Continuous development of Management Information Systems with major components operational since 1988, increased use of personal computers and extensive training
	1993	Established Task Force on Information Systems, began strategic planning and installing LAN and wide-area (WAN) network
UNHCR	1992	Completed Headquarters LAN: LAN is also in 35 Field Offices to date. Implemented improved financial software, and new supportive software for field operations. Full electronic mail connections at Headquarters in 1994, in 50 Field Offices by 1995, to be in all Field Offices by 1996
UNRWA	1990	Study made by Ernst & Young to develop a future computer systems strategy. Information Systems Office now implementing with emphasis on LANs both in field and at Headquarters[20]
	1993-1995	Installing LANs in Headquarters and all Fields, new supply and procurement management system, finance system conversion to LAN operation, and new registration system for the Agency covering over 3,000,000 Palestine refugees
UNICEF	1991	Feasibility study to establish unified and worldwide programme information, executive decision-making, programming and management system (Programme Manager System)[21]
	1994	Redesign of Programme Planning function being completed by year end
	1996	Programme Manager System to be launched
UNDP	1989	Installation of LANs at Headquarters and field offices, with wide area networks to follow
	1993	First phase of Strategic Information Systems Planning (SISP) project, leading toward Programme Management Information Systems for UNDP[22]
	1993	Consultant study of field office systems
UNFPA	1989	In addition to information system progress (see Table 5.A), office automation strategy has provided 1 to 1 computer-to-staff ratio, with office systems software and training, to automate daily operations and enhance their efficiency[23]
WFP	1989	Major enhancements to the main WFP computerized systems for food aid flows (Interfais and WIS)
	1992	Installation of LAN at Headquarters
	1994	Introduction of Food Aid Information System (FAIS) for country offices

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TABLE 6. APPLICATIONS OF INFORMATION TECHNOLOGY
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organizations	Year began	Recent major systems development initiatives
FAO	1993 1994	Medium-Term Computing Plan for 1993-1995 stresses advanced technical applications, systems support, and guidance and control processes Proposal to develop a long-term systems strategy leading to a comprehensive management information system, and to simplification and streamlining of management processes and structures[24]
IAEA	1991	Computer architecture plan developed by consultants, management committees, and systems staff. System now largely implemented, with LANs and extensive applications and training processes. Working to improve management of decentralized computing, and some management information systems and workflow redefinition projects under-way[25]
ICAO	1995	Automation Review Board making recommendations to the Secretary-General on strategic and current automation policy. Office Automation Section, presently relying on ad hoc software packages
ILO	1994	Establishing new Information Technology and Communications Bureau (ITCOM). Implementing an Information Technology Strategy to link all offices on a network, develop specific office-wide technical and administrative applications, and develop communications links with other institutions and networks
IMO	1993	Office automation and communications plan, "IT Strategy", approved by management
ITU	1991	In addition to established, extensive LAN, Information Systems Steering Committee guides work on strategic priorities, with recent emphasis on electronic information storage and exchange services, integrated project management system, telecommunications indicators, and electronic publications[26]
UNESCO	1991	Initial Information Resources Development Plan developed and partially implemented[27] (hampered by funding availability). Future strategy now being developed to provide a UNESCO LAN system and more systematically use information resources and technological innovations in UNESCO operations and with Member States[28]
UNIDO	1991 1992	Established an Information Technology Steering Committee, replaced in 1994 by an Information Technology Management Committee and an Information Technology Technical Committee[29] Strategic automation plan (Phase 2), developed with assistance of Andersen Consulting, provided comprehensive list of projects: however, now needs updating in light of UNIDO reorganization and limited resources
UPU	1992 1994	Data base has been developed with information useful for the general postal community LAN installed
WHO	1994	Started developing a Worldwide WHO Management Information System to link existing systems
WIPO		Computerization Division, widespread computer and new technologies use emphasizing cost-benefit analyses of possible applications and systems, streamlining of operations, and regular reporting on related productivity gains and cost savings[30]
WMO	1993	An Office Automation System is currently being installed

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TABLE 7. MANAGEMENT DEVELOPMENT AND TRAINING PROGRAMMES
A. UNITED NATIONS ORGANIZATIONS

United Nations organizations	Year began	Programme descriptions
United Nations Secretariat	1993	Prepared a comprehensive Management Development Plan of leadership, supervisory and management skills training for all staff. Implementation began with 16 workshops/retreats for senior staff worldwide during 1993-1994[31]
Regional Commissions:		
ECA	1993	Career Development and Training Programme being established
ECE	1994	Senior Management Seminar held
ECLAC	1993	Senior management seminar and two mid-level management seminars held as part of institutional development process, follow-up planned in 1995
ESCAP	1993	Enhanced management and other skills training programme begun; Senior Management Retreat held
ESCWA	1993	Began Career Development and Training Programme, with Senior Management Skills Programme and other skills training
UNCHS (HABITAT)	1993 1994	Senior Management Retreat held Two mid-level Management Seminars held
UNCTAD		Rely on United Nations Secretariat training programme (see above), however do organize informal in-house training and briefings for junior professional staff, and in information technology
ITC		Rely on United Nations Secretariat training programme. However, as in UNCTAD, do organize informal in-house training and briefings for junior professional staff, and in information technology
UNEP	1993 1994	Training courses in management and project document development. Management development course for senior managers Training course for supervisors in improving individual and team performance
UNHCR	1993	Developing new management training programme to provide skills training, standard management training modules, and extensive training in a new performance evaluation system, as part of new career management system (see Table 9.A)
UNRWA	1988	Management training programme with courses and workshops, and field-level follow-up training at three levels for field and Headquarters staff. Programme was positively evaluated in 1991[32]. The management and technical training function has largely been decentralized to Field offices, with headquarters coordination and support: technical programme training (education, health, relief and social services) continues by the programme departments
UNICEF	1986	Extensive training programme packages applied worldwide to (a) implement substantive UNICEF programmes, (b) manage emergency programmes (c) provide management training (improving managerial skills of senior staff, office heads and supervisors; core management training; improving operations management)
UNDP	1989 1990	Programme of training for management trainees (MTP) Extensive programme of management skills training for professional and senior general service staff, and training in performance appraisal[33]
UNFPA	1987	All staff given performance appraisal/introductory management training: workshops established for managerial development, interpersonal relations, organizational culture and finance and accounting; training budget increased 15 per cent for 1994-1995, especially for field staff
WFP	1994	Strategic Planning Retreat for Executive Staff, and Management Implementation Meetings for Headquarters and Field managers. Designing, developing and pilot testing a Performance Management Staff Assessment system and related training for all staff, and training in managing emergencies for Country Directors. Designing and developing courses in organizational planning, people management, financial management, and customer service

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TABLE 7. MANAGEMENT DEVELOPMENT AND TRAINING PROGRAMMES
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organi-zations	Year began	Programme description
FAO	1994	Programme emphasizes management development and training to support organizational change, competency and performance management, communication, team building, and the provision of quality services. In addition, director-level phased programme of managerial skill-building; and a mini-MBA/Certificate of Management university study programme in Rome
IAEA	1993 1994	Introduced training courses in programme performance assessment for professional and above staff Increased focus on management training and skills training to enhance staff ability to improve operational performance
ICAO	1991	Courses and workshops for senior management, and in supervisory skills and office dynamics
ILO	1994 1995	Continuing implementation of an Active Partnership Policy (see Table 9.B, ILO), with training courses for multi-disciplinary teams in the field, management development workshops for senior managers, and training courses for new Branch Chiefs Will begin new training programme to increase relevance of ILO activities in solving constituents' problems, improve use of ILO's human resources, and improve headquarters-field communications
IMO		
ITU	1992	Developed training plan including management by objectives, management training and technical training, and created an In-Service Training Strategies Committee which developed a comprehensive training policy[34]
UNESCO	1989	Management development programme developed by Irish Institute of Public Administration, and subsequently implemented
UNIDO	1988	Main training programme components are Director-General's Forum, Management Development Programme (MDP), and Managerial Assistance Programme (MAP). They focus on upgrading capacity for strategic planning and visioning; administering, guiding and developing staff; understanding cross-cultural behavior; learning to learn; managing available resources; and developing effective management practices
UPU		
WHO	1975	Staff Development Programme (SDP), primarily skills training
WIPO		"Management meetings" of the Director-General and all senior managers are held every four months
WMO	1992	Training for supervisors in the new performance appraisal system

TABLE 8. MANAGEMENT IMPROVEMENT PROGRAMMES
A. UNITED NATIONS ORGANIZATIONS

United Nations organi-zations	Year began	Programme description
United Nations Secretariat	1984	Staff incentive programme, recommended for reform and strengthening in 1992 but not yet implemented[35]
Regional Commis-sions: ECA	1992	Training workshops in "management for quality in the 1990s"[36]
UNCHS (HABITAT)	1993 1994	Senior Management Team established, authorities delegated, Regional Offices of Urban Management Programme (UMP) established Working Group and a Task Force made a restructuring review, and management approved the decentralization/regionalization proposal made
UNCTAD		
ITC		
UNEP	1993	A development and restructuring process began, and continued during 1994 (see Tables 9.A and 14 A, UNEP)
UNHCR	1993	Developing new organizational culture emphasizing efficient human resource use, managerial excellence, and accountability, and including team building and performance management training, as part of new career management system (see Table 9.A)
UNRWA	1994-1995	A pilot organizational development programme has begun in the Field, to identify locally-recruited staff with potential for future senior managerial assignments. Programme components include identification of competencies, mentors, and tailor-made training which combines on-the-job and external training plus self study
UNICEF		Continuous efforts for management improvement through a deep-rooted and ongoing system of staff consultations and decentralized initiatives and decision-making. Periodic organization-wide competitions are held for new ideas/solutions. Issues-based task forces, with participation from both headquarters and field-based staff, deal with new challenges and situations
UNDP	1990	Organization-wide Total Quality Management Programme, with quality management teams in major headquarters units and pilot testing in the field[37]
UNFPA	1988	As an integral part of gradual decentralization of much programme and project decision-making to UNFPA field offices, training programmes, accountability and delegation processes, and empowerment mechanisms have been accordingly adapted to allow these staff to carry out their enhanced responsibilities
WFP	1994	In addition to other management training, encouragement of team building, a "learning culture" and "distance learning" for advanced degrees as well as a "mini-MBA" certificate programme have been made available to staff members

TABLE 8. MANAGEMENT IMPROVEMENT PROGRAMMES
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organizations	Year began	Programme description
FAO	1994	Programme of Personal and Team improvement workshops proposed for 1994-1995. Streamlining and process improvement initiatives under-way
IAEA	1990 1993	Suggestion programme, primarily focused on cost savings and management efficiency, run from office of the Director-General Total quality management (TQM) being tried in one Department; library acquiring instructional videos on management for general staff use
ICAO		
ILO	1994	Introducing a comprehensive monitoring, self-evaluation, and reporting system (MERS) for all ILO activities, beginning in several headquarters and field units. The MERS requires each unit to prepare annual workplans, semi-annual progress reviews, and annual self-evaluations, as the basis for reporting to management on substantive achievements[39]
IMO		
ITU	1993	As recommended by consultants, introduced TEAM process of co-operative work teams across organizational and hierarchical lines; also considering related performance incentives programme for productivity gains, cost reduction and quality gains, and other human resources enhancement measures[39]
UNESCO	1990 1991	Director-General's guidance calling for new management styles, working methods, accountability and effectiveness in the Secretariat[40] "Quality circles" programme established through Modernization and Innovation Unit[41]
UNIDO	1988	Management development programme includes modules on problem solving/analysis and cross-cultural team building plus assessments of leadership styles and ways to improve management effectiveness. Managerial Assistance Programme focuses on improving secretarial and support staff work operations.
UPU	1994	The 1994 Universal Postal Congress in Seoul requested the Administrative Council to study the working methods of the translation and typing services
WHO	1987 1994	Team-building training for actual work teams Management Development Office conducts "brainstorming" sessions with units to identify management improvement potentials
WIPO		(See Table 4.B, WIPO)
WMO		

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TABLE 9. RECENT MAJOR MANAGEMENT REFORMS AND INITIATIVES
A. UNITED NATIONS ORGANIZATIONS (page 1 of 2)

United Nations organi-zations	Year began	Brief summary descriptions
United Nations Secretariat	1994	As requested by the General Assembly, the Secretariat is establishing an extensive, "transparent and effective" system of accountability and responsibility by January 1995[42], has established a new Office of Internal Oversight Services incorporating the former internal oversight units[43], and is developing a strategy to "modernize and re-energize" human resources management in the Secretariat[44]
Regional Commissions:		
ECA	1992	Task force report on new management framework for 1990's development challenges[45]
	1992	End-of-year formal programme review by the Executive Secretary with programme managers[46]
	1993	Follow-up report on restructuring and revitalization of ECA operations[47]
ECE	1993	Launched a secretariat-wide strategic planning exercise to elaborate an ECE vision/mission statement
ECLAC	1993	Consultants and senior management staff developed an institutional development plan, now being gradually implemented through a senior management seminar, an action plan, brainstorming on new work programme approaches, and strategic plan drafting at the divisional level
ESCAP	1992	Task force report on strengthening Secretariat service functions[48]
	1994	Revised structure in several substantive divisions to better align programme of work with new thematic orientation
ESCWA	1994	Organizational structure adjusted to programmes restructured along thematic lines
UNCHS (HABITAT)	1992	Began regionalization process, and established staff dialogue for reform
	1993	Senior Management Team introduced concepts of accountability and responsibility
	1994	Working Group on Funding Strategy and Task Force on Decentralization submitted reports to Management Team. Dialogue continues on organizational goals, strategies, framework for management of change, and monitoring of programme direction, effectiveness and impact
UNCTAD	1992	Realignment taking into account UNCTAD VIII
	1993	Established system for planning, review and monitoring of substantive preparations for intergovernmental meetings, and related resource allocation procedures[49]
	1994	Realignment taking into account United Nations economic and social restructuring, including incorporation into UNCTAD of transnational corporations and science and technology programmes, leading to considerable economies of scale
ITC	1990	Report of the Committee to Review the Structure of ITC, future-oriented and based on extensive staff consultations
	1994	Launched an ongoing analysis of ITC mandate and missions, in the framework of changing environment and needs, an assessment of ITC, future orientations, main elements for revitalizing ITC, and an action plan[50]
UNEP	1992	Changes arising from the United Nations Conference on Environment and Development are leading to a new management ethos to meet wider commitments and be more responsive, including new, integrated programming approaches, a unified support and administrative structure and closer working relationships for UNCHS (HABITAT) and UNEP
	1993	Introduced a Results Management system, and a new Corporate Planning and Accountability Service (CPAS), to help establish a new management culture and fulfill essential strategic planning and advisory roles in UNEP. The CPAS, reporting to the Executive Director, adds strategic planning and information systems development units to complement the existing evaluation and programme co-ordination units[51]
UNHCR	1990	Review of UNHCR role and structure - situation, structure, revisions[52]
	1993	Senior Management Committee established a strategic framework and initiated a multi-year process, employing outside consultants, to establish a new human resources approach and organizational culture through a new Career Management System with four components: a skills/competency management system, an objective performance appraisal system, a career development component, and management development through intensive training[53]
	1995	Established Inspection and Evaluation Service in the Executive Office of the High Commissioner (see Tables 3.A and 4.A, UNHCR)

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TABLE 9. RECENT MAJOR MANAGEMENT REFORMS AND INITIATIVES
A. UNITED NATIONS ORGANIZATIONS (continued - page 2 of 2)

United Nations organi-zations	Year began	Brief summary descriptions
UNRWA	1991	A new recruitment system, continually being refined, which includes job analysis, job specifications, and interview protocols
	1992	Programme departments were relocated to the Agency's area of operations: by the end of 1995, all of Headquarters will also have moved there from Vienna
UNICEF	1989	Introduced new Performance Appraisal System (PAS) with strong emphasis on linkage with work planning, performance, dialogue, and training; in-depth reassessment made in 1994 to improve the system[54]
	1990	Evaluation of UNICEF's external relations policies and functions[55]
	1991	Assessment of UNICEF's emergency response (multi-phase study)[56]
	1991	Establishing a unified programme information, executive decision-making, programming and management system (Programme Manager System)[57]
	1991-1992	Executive Board Reference Group on Structure and Format of Budget made important changes in budget policies and preparation, and in criteria for posts and their classification[58]
	1993	External evaluation of UNICEF (see Table 14.A, UNICEF) also looked into accountability, management and governance issues[59]
	1994	Revised Performance Appraisal System applied[60]
UNDP	1989	Tested and introduced a Performance Appraisal Review (PAR) system, provided extensive training, and evaluated and strengthened the system in 1992-93[61]
	1991	Strategy-based senior management structure by Kisnbaum & Partners[62]
	1992	Planning and Change Management programme for restructuring, downsizing, redeployment, retraining of human resources
	1993	UNDP charter for change: vision, goals, and management challenges[63]
	1994	Guidance on accountability and responsibility/liability[64]
	1994	The future of UNDP: Initiatives for change report, including establishment of new Office of Evaluation and Strategic Planning[65]
	1994	Began a multi-year project to develop a Programme Performance Audit system emphasizing improved programme quality, reinforced accountability, and agreed performance indicators
UNFPA	1988	Began decentralization process and related strengthening of field-level operations and management processes (see Table 8.A, UNFPA)
	1989	Assessment of UNFPA population programme experience[66]
	1989	Study on increasing UNFPA effectiveness by McKinsey & Company[67]
	1990	Report on senior management structure and post classifications[68]
	1991	Introduced a Performance Appraisal System (PAR) emphasizing dialogue, process for organizing work, and standards through a Management Review Process; reviewed in 1992 and strengthened during 1993
	1992	Report on UNFPA operational strategy: growth, objectives, future resource needs, actions taken, and organizational adaptations[69]
	1994	Implemented organization-wide Programme Resources Management System
		Established an internal Task Force to adjust organizational capacity, including accountability and oversight arrangements, in light of the Programme of Action adopted at the International Conference on Population and Development (ICPD) held in September 1994
WFP	1990	Studies of Headquarters general service staff, work and opportunities, and overall manpower requirements by Public Administration Service
	1991	Consultant review of Headquarters post classifications
	1992	Introductory phase of an organization-wide project performance monitoring system (COPR)
	1993	"Landmark" review of policies, objectives and strategies and lessons learned in conjunction with the CFA, including a policy seminar, staff consultations, and a donor evaluation, to chart the future course for WFP[70]
	1994	Development and testing of Management and Appraisal of Performance (MAP) System with emphasis on Unit Work Plans and performance management training

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TABLE 9. RECENT MAJOR MANAGEMENT REFORMS AND INITIATIVES
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS (page 1 of 2)

Other United Nations system organi-zations	Year began	Brief summary descriptions
FAO	1993	Internal studies on the issues of both delegation of authority and streamlining of procedures and processes, leading to changes to administrative procedures for field staff and projects. Major exercise of reviewing and streamlining procedures currently under-way.
	1994	Detailed follow-up report made on actions, costs, and benefits of implementing consultant recommendations made in 1989 FAO management review (see entry in table 14.B)[71]
	1994	New Director-General, as authorized by the FAO Conference, reviewed FAO programmes, structures and policies; urged initiation of a longer-term programme of FAO strategic change, restructuring and streamlining, including improved management systems[72]
IAEA	1993	Implementing a new Programme Performance Assessment System (PPAS) to better integrate Agency programme assessment/evaluation activities and enhance programme impact, resource decision-making, and accountability[73]
ICAO	1992	Internal team study of ICAO structure, functions, working methods, automation, personnel matters, external relations and image, governing bodies[74]
	1992	Secretariat team worked with a Working Group of the ICAO Council to analyze issues and develop structure for a strategic action plan to meet the major challenges facing civil aviation in the future[75]
	1995	Office for Programmes Evaluation, Audit, and Management Review will provide coordinated workload planning, information flow and data integrity analysis
ILO	1994	The Active Partnership Policy is a major reorientation of ILO's work, involving a devolution of authority to the field; the creation of 14 multi-disciplinary teams in the regions; planning of activities based on country objective reviews; redefined roles for Headquarters technical units; staff mobility; and closer working relationships between the Office and its clients[76]. Also introducing a comprehensive monitoring, self-evaluation and reporting system (MERS) for all ILO activities (see Table 8.B, ILO)
IMO	1992	Technical co-operation activities restructured
ITU	1992	Established Strategic Policy and Planning Unit (SPU) with strategic planning, operational analysis and internal audit functions to support the Secretary-General and Council in their strategic planning functions and make operational analyses of key Secretariat and Bureau functions[77]
	1993	Following in-depth review by expert committee, extraordinary Plenipotentiary Conference of 1992 adopted Constitution and Convention and new structure and working methods[78]
	1993	Secretariat participated with a Working Group of the ITU Council in preparing a 1995-1999 ITU strategic plan (see item in Table 12.B) including organizational and management strategies to enhance ITU effectiveness[79]. This plan was adopted at the 1994 Kyoto Plenipotentiary Conference
	1994	Introduced a new "Personal report" system of performance appraisal based on management-by-objectives on a two-year trial basis[80]
UNESCO	1990	Established new performance appraisal system[81], followed by 1992-1995 plan for rationalization and optimization of human resources[82] now being updated, and new merit-based promotion system[83]
	1990-1993	Organization-wide review of the classification of all posts
	1993-1994	Semi-annual reporting system on programme implementation established
		Established new Office of Management Co-ordination and Reforms to ensure coherent introduction of management change and reform, implement reform policies, monitor administrative and managerial functioning, plan rational human resources use, chair or work closely with relevant staff committees, and incorporate management innovation functions[84]

TABLE 9. RECENT MAJOR MANAGEMENT REFORMS AND INITIATIVES
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS (page 2 of 2)

Other United Nations system organi-zations	Year began	Brief summary descriptions
UNIDO	1989	Management review of UNIDO organizational and staff structure, including managing change and individual and organizational performance and accountability, with follow-up reports[85]
	1989	Established Strategy, Policy and Planning Office in the Office of the Director-General as a result of the above management review.[86] In 1994, this Office was reorganized as the Strategic Planning Office, and a Management Coordination and Monitoring Unit was also established
	1993	New organizational structure proposed, approved, and now implemented to adjust to new service demands[87]
	1994	Introducing a new "service management process" to ensure quality, transparency, accountability, and individual responsibility in UNIDO programmes from design through delivery, with a central Quality Assurance Unit providing support[88]
	1994	Began a review of the performance appraisal system
UPU	1992	Establishment of a strategic planning framework and programme budgeting under consideration
	1994	A study of the basic structure of the International Bureau is under-way, and the Universal Postal Congress in Seoul in 1994 called for the Administrative Council to pursue the study on improvement of the management of the work of UPU
WHO	1993	Established Global Policy Council (GPC) and Management Development Committee (MDC) of senior managers to harmonize policy-making and ensure coherent programmes; also established six teams to plan for the implementation of major Executive Board recommendations for change in WHO (see Table 14.B, WHO)
	1993	Special Task Force overhauled structure and management of WHO's emergency-related activities, and developed special emergency procedures
	1994	Began new system of programme budget implementation reporting throughout WHO
WIPO		(see Table 4.B, WIPO)
WMO	1993	Management study currently in progress by Coopers and Lybrand
	1993	Introduced a performance appraisal report system on trial basis with special attention to staff training; assessment and adjustment of the system continues

TABLE 10. INTER-AGENCY BODIES

Organization and functions	Total resources, 1994-1995[a]			
	Year established	Estimated expenditures ($US mill.)	Professional-and-above staff posts	Consultant years or funds, $US
Consultative Committee on Administrative Questions: The general objectives of CCAQ, a subsidiary body of ACC, are to improve and harmonize administrative practices and promote efficiency and economy of administrative operations in the United Nations system, particularly as related to actions called for by system-wide inter-governmental bodies and often in close co-ordination with the work of ICSC. Senior administrators meet twice a year in each of the two major areas of CCAQ concern: personnel and general administrative questions, and budget and finance. A small permanent secretariat is located in Geneva	1948	1.60	3	$19.200
Consultative Committee on Programme and Operational Questions: CCPOQ is the principal inter-agency mechanism of ACC for addressing enhancement of the system's operational activities, particularly at the field level, and for providing an overview and monitoring of the system's response to programme objectives and strategies. CCPOQ merged several former inter-agency mechanisms, as part of the ACC reform process. It meets twice a year and has formed several task-oriented working groups on specialized subjects. Some 33 system organizations currently participate, and it also has a small permanent secretariat in Geneva	1993	0.83	2	0
Information Systems Co-ordination Committee: Another subsidiary body of ACC, which replaced ACCIS during 1994. Will not have operational activities, but will concentrate on identifying common standards and practices, and ensuring wider accessibility of information. Work will be through task forces composed of interested agencies. Representatives of United Nations systems agencies, with expertise in information management issues and related technologies, will meet annually. Servicing will be provided by a small secretariat, some in-kind contributions from agencies, and consultant resources	1994	1.69	1	roughly $210,000 (includes contractual services)
Inter-Agency Working Group on Evaluation: Established to provide a forum for informal discussion of evaluation issues and practices and experiences by UNDP and its executing agency partners. Meets approximately annually, with about 35 participating agencies, including the international financial institutions, to discuss both current issues, such as harmonization of procedures and training, and emerging issues in the evaluation field	1984		(backstopping provided by UNDP)	0
Joint Consultative Group on Policy: JCGP is composed of the funding agencies for operational activities: UNDP, UNFPA, UNICEF, IFAD, and WFP, with UNHCR and UNDCP having recently joined as observers. JCGP works through an annual High-Level Meeting of executive heads, two or three General Meetings of senior staff each year, and sub-groups which co-ordinate the agencies' activities in special interest areas such as harmonization of programming, audit and monitoring, and personnel and training. These activities seek to promote co-ordinated field action to alleviate poverty in the most needy countries and regions	1981		Chairmanship rotates annually between the member agencies	0
Representatives of Internal Audit Services: Representatives of more than 20 internal audit services, including the international financial institutions, meet annually to informally discuss an extensive agenda of auditing issues, activities, and new approaches, and to further long-standing efforts to develop standards and guidance for audit work overall and in specific areas	1966		backstopping by a different agency each year	0

TABLE 11. EXTERNAL SYSTEM-WIDE OVERSIGHT BODIES

Organization and functions	Total resources, 1994-1995[30]			
	Year established	Estimated expenditures ($USmill.)	Human resources: professional-and-above, per year	Consultant years or funds, $US
Advisory Committee on Administrative and Budgetary Questions: The ACABQ consists of 16 members chosen by the General Assembly on the basis of broad geographical representation, personal qualifications and expertise: the Chairman serves full-time. It examines, advises, and reports to the General Assembly on the proposed United Nations programme budget, any administrative and budgetary matters referred to it, including the financing of peace-keeping operations and extrabudgetary activities, administrative budgetary coordination with the specialized agencies and IAEA, and the auditors' reports on the United Nations and the specialized agencies. ACABQ meets extensively throughout the year, and is assisted by a small secretariat in New York	1946	3.15 Does not include governmental salary payments to ACABQ members during periods of service with ACABQ	6 full-time and 15 part-time (Chairman and 5 Secretariat posts; plus 15 expert members)	0
Committee for Programme and Coordination: The CPC is the main subsidiary organ of ECOSOC and the General Assembly for planning, programming and co-ordination. In particular, it reviews the programmes of the United Nations and assists ECOSOC in its co-ordination functions, including considering the activities and programmes of agencies of the United Nations system, system-wide coherence and co-ordination, and the implementation of important legislative decisions. Its conclusions and recommendations play a key role in the adoption of the United Nations programme budget by the General Assembly. CPC has 34 elected members, is based in New York, and meets for four to six weeks per year	1962	0.76 Travel costs only, does not include those costs of CPC members borne by their governments	about 2 full time and 34 part time (several Secretariat staff years for technical support; plus 34 CPC members)	0
External Auditors and the Panel of External Auditors: Three Auditors General of Member States are members of the United Nations Board of Auditors, which provides external audit oversight functions for the United Nations. Other Auditors-General serve as individual external auditors for each of the specialized agencies and the IAEA. The Panel of External Auditors, composed of the above appointed auditors (currently the United Kingdom, Ghana, India, Germany, France, Switzerland, Austria, and Canada) was established by the General Assembly in 1959. The Panel meets at least annually to promote best accounting and auditing practice in the United Nations system, and undertakes certain related initiatives which are communicated to governing bodies through ACABQ and to administrations through ACC and CCAQ	Panel, 1959	13.80 Rough estimate, primarily for contractual services	71 Rough estimate, professional and above staff years per year	0
International Civil Service Commission: The ICSC is comprised of 15 independent experts appointed in their personal capacities by the General Assembly: two of them, the Chairman and Vice-Chairman, serve full-time. The ICSC makes recommendations to the General Assembly for the regulation and co-ordination of conditions of service within the United Nations common system, and has certain decision-making functions with respect to salaries, allowances and job classification standards within the system. It meets twice yearly for about three weeks each time, and is serviced by a secretariat in New York	1974	10.80 Does not include governmental salary payments to ICSC members during periods of service with ICSC	23 full-time and 13 part-time (ICSC Chairman and Vice-Chairman plus 21 Secretariat posts; plus 13 expert ICSC members)	$215,100
Joint Inspection Unit: The JIU is comprised of eleven Inspectors, from different Member States and serving in their personal capacities, chosen by the General Assembly on the basis of membership in national supervision or inspection bodies or similar competence. They investigate matters bearing on efficiency of the services and proper use of funds and seek to improve management, methods, and co-ordination through inspection and evaluation. The JIU makes reports and recommendations to the competent organs of its 13 participating organizations	1968	8.14	19 full-time (11 Inspectors, plus 8 Secretariat posts)	$38,300

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TABLE 12. PRIMARY GOVERNING BODIES RESPONSIBLE FOR OPERATIONAL OVERSIGHT
A. UNITED NATIONS ORGANIZATIONS (page 1 of 2)

United Nations organizations	Main oversight body	Recent reform initiatives
United Nations Secretariat	Fifth Committee (Administrative and Budgetary), (185 members, meets annually for about 5 months)	From 1990-1993 the General Assembly requested a series of Secretariat reports on management controls, accountability and responsibility of programme managers, internal and external oversight units, and comprehensive personnel management.[91] It then called in 1993 for establishment of a new system of accountability and responsibility by January 1995[92], and established a new Office of Internal Oversight Services in 1994[93] (see Table 9.A, United Nations Secretariat)
Regional Commissions:		
ECA	Conference of Ministers (51 members, meets annually for about four days)	Evaluated the 1992 Commission session to appraise and strengthen future sessions[94]
ECE	Commission (54 members, meets annually for six days, also holds ad hoc informal quarterly meetings (one day) between annual sessions)	
ECLAC	The Commission (41 full and 6 associate members, meets biannually for a total of 8 days, with 3 days specifically for oversight of programme implementation and related management matters)	Internal assessment made of 1994 Commission sessions to improve and strengthen inter-governmental machinery and consultations
ESCAP	The Commission (48 members and 10 associate members, meets annually for about 7-8 days) and Advisory Committee of permanent and other representatives (meets monthly)	Under a new Commission structure established in 1992, thematic, technical and special bodies meet (annually or biennially, for 3-5 days each), to inter alia review programme implementation and consider proposed work programmes)
ESCWA	The Commission (13 members, meets biennially in even years for 3 days), and Technical Committee (13 members, meets in odd years, for three days). Both sessions to be in odd years, beginning in 1995: both bodies spend about 50 per cent of their meeting time on oversight of programme implementation and related management matters	
UNCHS (HABITAT)	Commission on Human Settlements, (58 members, meets biennially for 4 days)	
UNCTAD	Trade and Development Board's Working Party on the Medium Term Plan and the Programme Budget (25 core members, meets twice a year to review medium-term plan, programme budget, evaluation and technical co-operation)	The Trade and Development Board evaluated intergovernmental machinery functioning in 1994 and suggested improvements[95]
ITC	Joint Advisory Group (membership comprised of all member countries of UNCTAD and Contracting Parties of GATT, meets annually for five days), specific mandate is to review activities and report to UNCTAD and GATT governing bodies	
UNEP	Governing Council (58 members, meets biennially)	

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TABLE 12. PRIMARY GOVERNING BODIES RESPONSIBLE FOR OPERATIONAL OVERSIGHT
A. UNITED NATIONS ORGANIZATIONS (continued - page 2 of 2)

United Nations organi-zations	Main oversight body	Recent reform initiatives
UNHCR	Sub-Committee on Administrative and Financial Matters (SCAF) of the Executive Committee (EXCOM), (attended by the 47 members of EXCOM, as well as by the approximately 50 observers of other governments invited to EXCOM. Meets 3-4 times a year for one day each between annual EXCOM sessions, plus a session immediately before EXCOM), and spends most of its time on oversight of UNHCR programmes, funding and management	Frequency of SCAF meetings has significantly increased from 1 a year in the late 1980's to 4-5 now to provide greater oversight. Also, addition of about 50 invited government observers has effectively doubled government attendance at EXCOM and SCAF meetings. New reforms of both bodies are being discussed
UNRWA	UNRWA reports once a year directly to the General Assembly. Advisory Commission (10 members, has one official meeting a year, usually for a day, and several ad hoc meetings). Major donors meet annually, usually for two days, with additional days of Field visits	
UNICEF	Reconstituted the Executive Board in 1994 pursuant to General Assembly resolution 48/162[96] (36 members, allocated seats for three-year terms), meets in one annual session and regular sessions as necessary (3-4) throughout the year	Series of reforms and proposals for rationalization or streamlining in recent years from the Board, open-ended working groups, or Board officers[97] Undertaking review of Executive Board involvement in country programme approval process in early 1995
UNDP	The Executive Board of UNDP/UNFPA (36 members, meets about four times a year for 20-23 days total: 3 regular sessions of 3-5 days each and one annual session of 9-10 working days). The guidance and oversight functions of the new Board are an integral part of most items considered	As for UNICEF, establishment of the new Executive Board of UNDP/UNFPA by General Assembly resolution 48/162
UNFPA	Executive Board of UNDP/UNFPA, see UNDP above (of the 20 working days of the Board in 1994, 4.5 days were devoted to UNFPA items)	See UNDP above
WFP	Committee on Food Aid Policies and Programmes (CFA), (42 members, allocated seats, for three-year terms, normally meets twice a year for about five days each time). The CFA deals specifically with oversight activities, while a Sub-Committee on Projects (SCP) covers development projects and emergency operations	Presently reviewing changes required to transform CFA into a 36-member Executive Board, as done for UNICEF and UNDP/UNFPA in accord with General Assembly resolution 48/162

TABLE 12. PRIMARY GOVERNING BODIES RESPONSIBLE FOR OPERATIONAL OVERSIGHT
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS (page 1 of 2)

Other United Nations system organi-zations	Main oversight body	Recent reform initiatives
FAO	Programme Committee (11 members) and Finance Committee (9 members) of the Council: both have members elected for two-year terms, meet twice a year for about 20 days or more, and spend almost all their time on operational review	
IAEA	Board of Governors (35 members, 13 designated and 22 elected annually, usually meets five times yearly for about 16 days total), and its Administrative and Budgetary Committee and Technical Assistance and Co-operation Committee, which each meet annually for about 4 days	Some procedural reforms made in the two Committees in 1993-94
ICAO	The Council (33 members, elected for three-year terms, in permanent session)	In 1992 the Assembly developed a strategic action plan as a framework for ICAO priorities into the next century[98]. It also endorsed a proposal to assess the relevance of all Assembly Resolutions in force, and to clarify the roles and activities of ICAO
ILO	Programme, Financial and Administrative Committee (PFAC) (77 members, two sessions yearly for three days) and Committee on Technical Co-operation (TC) (67 members, meets annually for two days) of the Governing body	Working Party in 1993 to improve functioning and capacity of the Governing Body[99]. Major reforms discussed and made in global and regional governing bodies, most importantly a new active partnership policy
IMO	The Council (32 members, elected for two-year terms, meets twice yearly for four days with about 10 per cent of the time spent on oversight of programme implementation and related management matters)	
ITU	The Council (46 members elected for four-year terms, meets annually for 8 days), and other specialized technical review bodies	The working methods of the Council are currently under review. A Working Group on Strategic Policies and Plans of the Council prepared a 1995-1999 strategic plan, including a section on organizational and management strategies to enhance ITU effectiveness[100]. The plan was approved by the Kyoto Plenipotentiary Conference. Also established new Advisory Council of eminent telecommunications experts[101]
UNESCO	Programme and External Relations Commission, Finance and Administrative Commission and Special Committee of the Executive Board (51 members, elected for four-year terms, meet twice yearly for 10-15 days)	Extensive and continuing substantive changes to reform and streamline governing body work, including establishment of a group of financial and administrative experts, enhanced oversight, and a questionnaire to Member States on further actions[102]
UNIDO	Industrial Development Board (53 members, elected for four years, meets three times per biennium for 5 days) and its Programme and Budget Committee (27 members, elected for two years, meets annually for 5 days). Half of the time of both bodies is spent on operational review	
UPU	The new Administrative Council (41 members, meets annually for 10-15 working days: the first session will occur in the autumn of 1995)	

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TABLE 12. PRIMARY GOVERNING BODIES RESPONSIBLE FOR OPERATIONAL OVERSIGHT
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS (continued - page 2 of 2)

Other United Nations system organi-zations	Main oversight body	Recent reform initiatives
WHO	Executive Board (31 members elected for three-year terms, meets twice a year for 10-12 days, with about two-thirds of the time spent on oversight of programme implementation, related management matters, and programme budgets), with equivalent regional bodies	In 1993 the Board established a new Programme Development Committee and a new Administration and Finance Committee to streamline its work and enhance efficiency[103]
WIPO	21 separate Governing Bodies, each with differing membership of States, plus three Permanent Committees, two of which have Working Groups, and numerous additional specific bodies	
WMO	Executive Council (36 members, meets at least annually for 11 days) to review activities and implementation of programme	

TABLE 13. MAIN REPORTS ON PERFORMANCE TO GOVERNING BODIES
A. UNITED NATIONS ORGANIZATIONS

United Nations organi-zations	Year began	Brief description
United Nations Secretariat	1980	Programme performance report (PPR), (biennial, about 160 pages, quantitative reporting and analysis of output delivery in various departments and offices of the United Nations.[104]
Regional Commis-sions:		(Input to United Nations PPR outputs report as above), plus
ECA	1978	Biennial report of the Executive Secretary (about 80 pages)[105]
ECE		Annual report of the Executive Secretary on programme delivery, co-operation and co-ordination of work
ESCAP		Report on implementation of the biennial programme of work (about 20 pages, annual)[106]
ESCWA	1975	Report on activities of the Commission (biennial, 120 pages)
UNCHS (HABITAT)		Report of the Executive Director (about 20 pages, biennial)[107] (Input to United Nations PPR outputs report as above)
UNCTAD		(Input to United Nations PPR outputs report as above); biennial reports on evaluation to the Working Party of the Trade and Development Board
ITC	1967	Annual report (about 70 pages)[108] (Input to United Nations PPR outputs report as above)
UNEP		(Input to United Nations PPR outputs report as above)
UNHCR	1951	Report of the High Commissioner to ECOSOC and through it to the General Assembly (about 60 pages, annual)[109], and reports to the Executive Committee (about 1000 pages annually)
	1981	Reports to the Sub-Committee for Administrative and Financial Matters (SCAF) (about 600 pages annually)
UNRWA	1950	Report of the Commissioner-General (annual, about 60 pages).[110] Many UNRWA departments also prepare annual reports (up to 100 pages)
UNICEF	1947	Report of the Executive Director (annual, about 110 pages)[111]
	Various	Report on follow-up to World Summit for Children[112] Report on Emergency Programmes[113] Country Programmes and Regional reports
UNDP		Annual report of the Administrator[114] Annual review of the financial situation Various other reports
UNFPA		Annual report of the Executive Director[115] Annual financial review Various other reports
WFP	1963	Annual report of the Executive Director 1993 (74 pages, CFA document[116], also issued in 1994 as public document, 128 pages)
	1969	Interim Evaluation Summary reports on development projects and sectorial studies and since 1980s also on emergency operations (about 10-12 pages each, 18 such reports in 1994)
	1994	Budget document contained extensive assessment and discussion of organization-wide operational strengthening, initiatives, and cost savings[117]

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TABLE 13. MAIN REPORTS ON PERFORMANCE TO GOVERNING BODIES
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organi-zations	Year began	Brief description
FAO	1993 1977	Programme evaluation report (biennial, 150 pages) combining selected in-depth reviews, field topics, and cross-cutting themes[118] Programme implementation report (biennial, 150 pages), an accountability and monitoring report[119] (These reports replaced the former Review of the Regular Programme and Review of Field Programmes which started in 1979 and 1973 respectively) Biennial implementation reporting also provided to four main technical committees of the Council[120]
IAEA	1958 1961 1992	Annual report summarizing achievements (200 pages)[121] Report on technical co-operation activities (annual, 160 -200 pages)[122] Reports on programme and budgetary performance (PBPR)[123] Also, annual report on technical co-operation evaluation activities (began 1983, 25-30 pages), Yearbook on emerging and priority issues and IAEA role and work status (began 1988, 300 pages)[124], and Safeguards Implementation Report (began 1977, restricted, 50-60 pages)
ICAO	1995	The Council is in permanent session, and receives various reports from the Secretary-General. In addition, beginning in 1995 the Office for Programmes Evaluation, Audit, and Management Review will provide information to management, the Council, and Member States on programme achievements and the use of resources for strategic planning and accountability purposes
ILO	1994	New consolidated report of the Director-General (biennial, 180 pages) to combine previous annual activities report and biennial programme implementation report (which began in the 1940s and 1970s respectively)[125]
IMO		
ITU	1933 1869	Report on the activities of the ITU (annual, about 150 pages)[126] Financial Operating report (annual, about 50 pages)[127]
UNESCO	1946 1991	Director-General's report of activities to the General Conference (biennial, approximately 200-250 pages)[128] Interim report by the Director-General to the Executive Board on policies and programme implementation (biennial, about 80 pages)[129] Synoptic report summarizing results of internal and external evaluations (biennial, about 100 pages)[130]
UNIDO	1990	Annual report of UNIDO, with more comprehensive performance reporting including performance indicators (200 pages)[131]. Format was reviewed during 1994 to improve programme performance analysis and distinguish the dual intergovernmental review and public information purposes
UPU		Report on the work of the Union (annual, about 150 pages)[132]
WHO	1948	Director-General's report on the work of WHO (biennial, even years, about 180 pages; interim report in odd years, 30 pages), emphasis since 1987 on implementation to achieve goals of Health for All[133]. Also separate reports by WHO regional directors. From 1996 to be incorporated into an Annual World Health Report
WIPO	1884	Semi-annual and annual activities reports (100 and 190 pages respectively)[134]
WMO	1951	Annual report of WMO (60 pages)[135]

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TABLE 14. MAJOR RECENT EXTERNAL OVERSIGHT AND MANAGEMENT REVIEWS
A. UNITED NATIONS ORGANIZATIONS

United Nations organi-zations	Year	Brief description
United Nations Secretariat		JIU review of weaknesses of Secretariat accountability and oversight units and processes, and advantages of consolidation[138]
Regional Commis-sions:		
ECE	1990	Reviewed overall ECE programmes, structure and methods of work, including priorities, as also done in 1987
ESCWA	1994	Fundamental review and restructuring of work programme to transform it into a thematic approach[137]
UNCHS (HABITAT)	1992	In-depth evaluation of human settlements activities made by Central Evaluation Unit, United Nations, New York
UNCTAD	1994	Consultants made policy review of the technical co-operation programme; governing bodies requested follow-up to increase programme transparency and administrative efficiency[138]
ITC	1994	The Joint Advisory Group postponed an earlier proposal for an external review of ITC in light of the extensive ITC internal review made and action plan approved (see Table 9.A, ITC), the JAG discussion thereon, and a progress report to be provided in 1995[139]
UNEP	1993 1994	Management and organizational assessment for "radical reform" made by Coopers & Lybrand[140] Began a process of informal consultations through two meetings with eminent experts and an internal Task Force to help refocus UNEP and develop an effective transitional strategy
UNHCR	1992	Evaluation of UNHCR by Universalia Management Group Ltd. for Canada, CIDA, focusing on organizational strategy, performance, and challenges for the future. Included reviews of management of finance, human resources, and operations[141]
UNRWA	1991	Review of UNRWA organization and programme management by Hawes International for Canada, CIDA[142] In addition to the regular audits of the United Nations Board of Auditors, the Agency also requests that they make special ad hoc audits, for example of its Peace Implementation Programme
UNICEF	1991-1992 1993 1993-present 1994	Executive Board Reference Group on Structure and Format of the Budget[143] Evaluation of UNICEF programme strategies, external cooperation, management, governance, and strategic choices by Australia, Canada, Denmark, and Switzerland[144] Open-ended working group of the Board on follow-up to the above evaluation Management Study of UNICEF by independent consultants requested by the Board, being completed by year-end
UNDP	1991 1994	Report on strategy-based senior management structure by Kienbaum and Partners[145] Report of a UNDP high-level advisory panel on repositioning UNDP; Views from the wider development community[146]
UNFPA	1993	Evaluation of UNFPA strategy, design and delivery systems, results achieved and control system effectiveness, by aid agencies of Canada, Finland and Germany[147]
WFP	1993	Joint evaluation by Canada, the Netherlands and Norway on efficiency, effectiveness and sustainability of WFP operations. Review of the policies, objectives and strategies of WFP by the CFA[148]

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TABLE 14. MAJOR RECENT EXTERNAL OVERSIGHT AND MANAGEMENT REVIEWS
B. OTHER UNITED NATIONS SYSTEM ORGANIZATIONS

Other United Nations system organi-zations	Year	Brief description
FAO	1987-1989	Review of certain aspects of FAO's goals and operations, made by the Programme and Finance Committees in special sessions with consultant and expert group assistance[149]; detailed update assessment made in 1994 (see Table 9.B)
IAEA		
ICAO	1990-1992	Consultant and JIU reviews of technical assistance operations, funding problems and strategic and management reforms[150], brought significant changes to the structure of the Technical Co-operation Bureau and the funding of this programme
ILO		
IMO	1991-1993	The Council held an advisory meeting to consider and make recommendations on a report by COWIconsult of Denmark on IMO technical co-operation structures[151]
ITU	1989-1993	An in-depth review by a high-level committee of Member States assessed ITU future directions and a study by Booz, Allen and Hamilton reviewed ITU management systems and improvements needed[152]. Both reviews were considered at a special Plenipotentiary Conference in 1992 which established a "New ITU" in March 1993
UNESCO	1989 1992-1993 1993	Independent commission addressed management style and effectiveness, organizational structures, and management policies, followed by a review by an international expert panel[153] Management study, and follow-up study, by the United States General Accounting Office[154] Senior Advisory Group prepared extensive report assessing major personnel, administration and management, and other reforms under-way, and suggesting further reform proposals[155]
UNIDO	1992	Study by COWIconsult and Danish Mission of UNIDO areas of concentration, organizational structure and resources, to enhance efficiency and effectiveness[156]
UPU	1992-1993	Ernst & Young studies on management of UPU work and on future organization and funding, followed by governing body Working Party meetings in 1993[157]
WHO	1992-1993 1992-1993	Working Group of the Executive Board reviewed WHO contributions and effectiveness, identified main issues for action, and laid out 47 recommendations for a "fundamental revision" of WHO functioning in order to meet new challenges[158] JIU review of strengths and functioning of WHO's decentralized system[159]
WIPO		
WMO		

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Notes

Table 1: Total financial and staff resources of the organizations

1. There is no single source which gives complete and fully comparable data on the staff and financial resources of the United Nations system organizations. However, the Inspectors have attempted to provide in this table an approximate overview of the resources, scale and nature of individual organizations' operations, and their overall combined resources and categories of staffing and funding. The sources of this data, and further explanation, are provided in the six endnotes which follow.

2. Source: "Personnel statistics, Note by the CCAQ secretariat", Consultative Committee on Administrative Questions (Personnel and General Administrative Questions), Administrative Committee on Co-ordination, document ACC/1994/PER/R.13 of 24 October 1994, Table IA, "Number of staff by category and organizational location, as at 31 December 1993".

This document contains annual statistical tables on all staff, appointed for one year or more, of the organizations in the United Nations common system.

"P" stands for "Professional" and includes all staff in that category, as well as higher level posts and, in some organizations, Project Personnel.

"GS" stands for "General Service" staff and includes all staff in that category, as well as, in some organizations, Manual Workers, Security Service staff, Language Teachers, and Field Service staff.

"Location" refers to any location to which an organization assigns its staff, divided into headquarters, other established offices (including regional, sub-regional, area, branch, and liaison offices), and project (locations where staff are assigned for a defined period to assist a Member State in carrying out a programme of technical co-operation.)

Staffing figures for UNFPA are included in those for UNDP, both in the ACC table and in this table.

In the JIU table, the International Training Center of the ILO is included in the total ILO figures, and the Pan American Health Organization is included in the total WHO figures: in the ACC tables they are shown separately.

Several organizations are included in the ACC tables, but are not among the organizations included in this JIU report, and thus are omitted from this table. They are the International Fund for Agricultural Development and the General Agreement on Tariffs and Trade (which are not participating organizations of the JIU), and several small organizations: the United Nations Institute for Training and Research (UNITAR), the International Court of Justice, and the United Nations University. The ICSC is included in the ACC table, but is shown in this JIU report along with other system-wide organizations in Table 11).

3. Source: "Budgetary and financial situation of organizations of the United Nations system: Statistical report by the Administrative Committee on Coordination", United Nations document A/49/588 of 28 October 1994.

"Approved regular budgets" data for 1993 is taken from Table 1 of the above report (pages 1, 5, 6) which shows the amounts of the estimated expenditure actually approved under regular budgets plus any approved supplementary estimates, net of staff assessment, with no adjustments made in the figures. Figures for biennial budgets are divided into two equal annual amounts. Budgets denominated in a currency other than the US dollar are translated into the dollar at the United Nations operational exchange rate at year end.

"Voluntary contributions, expenditures" for 1993 is taken from Table 7 of the above report (pages 2, 52, 53) which covers expenditure in cash of resources provided outside assessed regular budgets, including the value of expenditure in kind when included in organizations' financial statements. Expenditure in currencies other than US dollars has been translated into dollars at the most appropriate exchange rates by the organizations.

Resources channelled by funding organizations within the system to international financing institutions and bodies outside the system are reported by the funding organization: otherwise, all expenditure is reported by the executing organization in order to avoid double counting. WHO figures exclude PAHO and internal WHO funds, while the WMO figure is biennial for 1992-1993. United Nations figures exclude peace-keeping operations financed from special assessments and the regular budget (see following note and the next column in the Table).

4. Source: United Nations annual figures for total field mission budgets, at year end. The requirements, number, timing, duration and scope of these missions are very unpredictable: the United Nations calculates that total field mission budgets were only about $US0.5 billion per year in 1990 and 1991, and then rose to about $US1.8 billion in 1992, $US3.0 billion in 1993, and an estimated $US3.8 billion in 1994. The Inspectors have included the 1993 figure of about $US3 billion in this table, but recognize that it is a very general figure that could easily change by plus or minus a billion dollars or more in any given future year.

5. Total, Professional, and General Service staff of the United Nations regional commissions and UNCHS (HABITAT), UNCTAD, and UNEP are shown here to give an indication of the relative size of these organizations. The numbers are placed in parentheses to indicate that they are already included in the United Nations Secretariat totals given above in this Table.

Source: "Interim list of staff of the United Nations Secretariat as of 31 December 1993: Report of the Secretary-General", ST/ADM/R.46, United Nations, New York, March 1994.

This document includes only staff members who, as of 31 December 1993, held appointments of one year or more or who had, as of that date, completed at least one year of continuous service.

6. Detailed, comparable data combining both approved regular budgets and voluntary contribution expenditures for the United Nations regional commissions and UNCHS (HABITAT), UNCTAD, ITC, and UNEP is not readily available.

7. Percentages shown here for staff by location are taken from the grand totals of staff for the organizations shown at headquarters, other established offices, and project staff as of 31 December 1993 for the above organizations: they were, respectively, 22,000, 22,551, and 8,095.

Tables 2-4: Internal audit, evaluation, and other units

8. "Programme budget implications of the draft resolution contained in document A.C/5/48/L.87: Statement submitted by the Secretary-General", United Nations document A/C.5/48/42 of 16 July 1994.

9. "Future of the United Nations Development Programme: Initiatives for change: Report of the Administrator", DP/1994/39 of 23 May 1994, para. 75, and

"Office of Evaluation and Strategic Planning (OESP): Terms of reference", document UNDP/ADM/94/78 of 8 November 1994.

Table 5: Internal control system revisions

10. "Accountability and oversight in the United Nations Secretariat", JIU/REP/93/5, United Nations document A/48/420 and Add.1 of 12 October 1993, paras. 95-96.

11. "Strengthening of internal control procedures relating to staff benefits and allowances", UNICEF Executive Directive CF/EXD-IC 1987-14 of 23 April 1987 (this document contains a flow chart methodology which has since been used by other system organizations).

12. "Financial accountability: Plan of action 1992-1993", UNICEF Executive Directive CF/EXD/1992-10 of 12 May 1992.

13. "Establishment of Asia and Pacific Regional Service Centre (RSC), UNDP/ADM/92/82 of 2 November 1992, and
"Establishment of the Africa Regional Service Centre", UNDP/ADM/94/65 of 26 September 1994.

14. "Accountability", UNDP/ADM/93/50 of 16 August 1993 and
"Establishment of Standing Committee on Personal Responsibility and Financial Liability", UNDP/ADM/69 of 1 October 1993.

15. "Programme support and administrative budget, 1994-95", WFP document CFA: 36/5 of 18 August 1993, pp. 2-4, 9-13, 19, 25, 28-9, and 38-40.

16. "ITU financial management system: Report by the Secretary-General", ITU document C93/16-E of 7 April 1993.

17. "Revision of the Financial Regulations: Report by the Secretary-General", ITU document C93/14-E of 7 April 1993.

Table 6: Applications of information technology

18. "Integrated management information system: Sixth progress report of the Secretary-General", United Nations document A/C.5/48/12/Add.1 of 21 June 1994.

19. "Working group on an integrated information system at the ECA", Draft final report, ECA, Addis Ababa, (updated) 9 July 1992.

20. "UNRWA information systems strategy: Final report", Ernst & Young, July 1990.

21. "Programme manager - The role of Programme Division", UNICEF document CF/PD/PRO/1993/002 of June 3, 1993, and
"The programme manager: Programme planning, monitoring and evaluation: Starting with basics - A discussion document", UNICEF, PIMU, July 1993.

22. "UNDP: Programme management information systems: Strategic information systems planning", June 1993, and
"Evaluation of UNDP's corporate field office systems", Price Waterhouse, Vols. I and II, 1993.

23. "Strategy of UNFPA for office automation including the development of a management information system: Report of the Executive Director", document DP/1989/42 of 13 April 1989.

24. Director-General's review of the programmes, structures, and policies of the Organization, FAO document CL 106/2 of March 1994, pp. 33-34.

25. "Information Technology Plan 1994" and "NESI central computer services resource planning 1994", both produced by IAEA Central Computer Services, Computer User Liaison Section.

26. "Report to Council on information systems: Report by the Secretary-General", ITU document C93/27-E of 20 April 1993.

27. "Proposals for an Information Resources Development Plan (1990-1995)", UNESCO document 26 C/45 of 9 August 1991.

28. "Development of UNESCO's information system", UNESCO DG/Note/94/11 of 11 February 1994.

29. "Information Technology Steering Committee", Director-General's Bulletin, UNIDO/DG/B.148 of 29 October 1991, and
"Information Technology Committees", Director-General's Bulletin, UNIDO/DG/B.181 of 11 July 1994.

30. "ANNEX Z: Computerization in the International Bureau", WIPO document AB/XX/2 of 1989, and
"Draft programme and budget for the 1994-1995 biennium", Item 24, "Computerization Division", WIPO document AB/XXIV/2 of 31 May, 1993, page 57.

Table 7: Management development and training programmes

31. "Training programme in the Secretariat: Report of the Secretary-General", United Nations document A/C.5/47/9 of 8 October 1992.
"Comprehensive management development plan", Training Service, Office of Human Resources Management, United Nations, November 1992.

32. "UNRWA management training: An evaluation report", Programme Planning and Programme Office, 28 August 1991.

33. UNDP training course catalogue, 1993, (courses, workshops, videos, correspondence courses), New York, and
"MTP: Management training programme" (brochure), Division of Personnel, UNDP, New York.

34. "In-service training: Progress report covering in-service training activities in 1993: Report by the Secretary-General", ITU document C94/56-E of 18 April 1994, and
"Training and human resources development: Report by the Secretary-General", ITU document C94/62-E of 18 April 1994.

Table 8: Management improvement programmes

35. "Status report on the staff incentive programme", United Nations, 3 March 1992.

36. "Managing for quality in the 1990s", a series of workshops sponsored by ECA and the United Nations, conducted by Management Systems International, September-October 1992.

37. Quality management principles and concepts, Quality Management Unit, Division of Personnel, UNDP.

38. "Guide to the system of monitoring, self-evaluation and reporting (MERS) of the ILO's activities", (Draft).

39. "Summary of decisions on the implementation of the HLC/BAH recommendations: Report by the Secretary-General", ITU document C94/33/(Rev.1)-E of 11 May 1994, pp. 11-13.

40. "Management style and effectiveness", UNESCO DG/Note/90/4 of 28 February 1990.

41. "UNESCO quality circles programme: Information note on the state of progress of the programme at 31 January 1993", Modernization and Innovation Unit.

Table 9: Recent major management reforms and initiatives

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90. Because the resources devoted to external oversight in the United Nations system are so variously funded (by budget allocation, by contractual arrangement, through extra-budgetary contributions, through implicit governmental subsidy) and the input of human resources is equally varied (elected representatives of Member States, appointed nationals of Member States serving in an expert capacity, professional staff members of international secretariats, professional staff members of Member States seconded or contractually employed) an attempt has been made in this table to present these diversities as comparably as possible.

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